



**U.S. ARMY
SOLDIER
SYSTEMS
COMMAND**

FY98 ACQUISITION REFORM STRATEGIC PLAN

19 June 1998

Acquisition Reform Supplement to SSCOM Strategic Plan

(Interim Plan)

1-1. Purpose: The U.S Army Soldier Systems Command's (SSCOM) Strategic Plan addresses Acquisition Reform (AR) by applying an integrated approach encompassing all business areas. This interim supplement provides additional detail on specific AR issues and ensures the complete assimilation of the intent of the Army's and Army Materiel Command's (AMC) strategic plans. It will assist in institutionalizing AR improvements within SSCOM and provide the means to assess progress.

1-2. Scope: This supplement applies to all SSCOM organizations involved in managing and supporting the entire life cycle of SSCOM materiel. As SSCOM progresses toward its merger with the Chemical and Biological Defense Command to form the Soldier, Biological and Chemical Command (SBCCOM), this interim step will help begin the process of defining the new Command's AR focus. It will also help to capture the positive AR efforts to date at SSCOM and help in the development of the new SBCCOM Strategic Plan for FY99.

1-3. Values: The SSCOM values of Leadership, Teamwork and Support, Professionalism, Customer Satisfaction, Ethics & Integrity, and Communication are totally consistent with the intent of the Army's and AMC's Acquisition Reform values.

- Our customer, the warfighter, must be completely satisfied with the products we provide for them by meeting or exceeding their schedule expectations at the best possible price.
- Our professional workforce, will do the right things for the right reasons within the spirit of the law, and will preserve the public trust in the acquisition system.
- Our leadership will focus on warrior systems integration to maximize soldier performance through technology innovations brought about with the teamwork and support of our industrial base partners.
- We are dedicated to developing a multi-skilled, cross-functional professional workforce that is competent, responsible, trustworthy, capable of exploiting commercial technologies and encouraging constant innovation.

1-4. Goals and Strategies: The ultimate goal is to provide the warrior with technologically superior items, equipment, services and systems - Better, Cheaper and Faster. We have defined specific goals and strategies for research, development, acquisition and logistics support within the Command's strategic plan [Goals #3 and #4] that address the AR Desired Outcomes. Existing metrics and reporting mechanisms will be used, initially, to track progress on achieving these outcomes. The performance plans

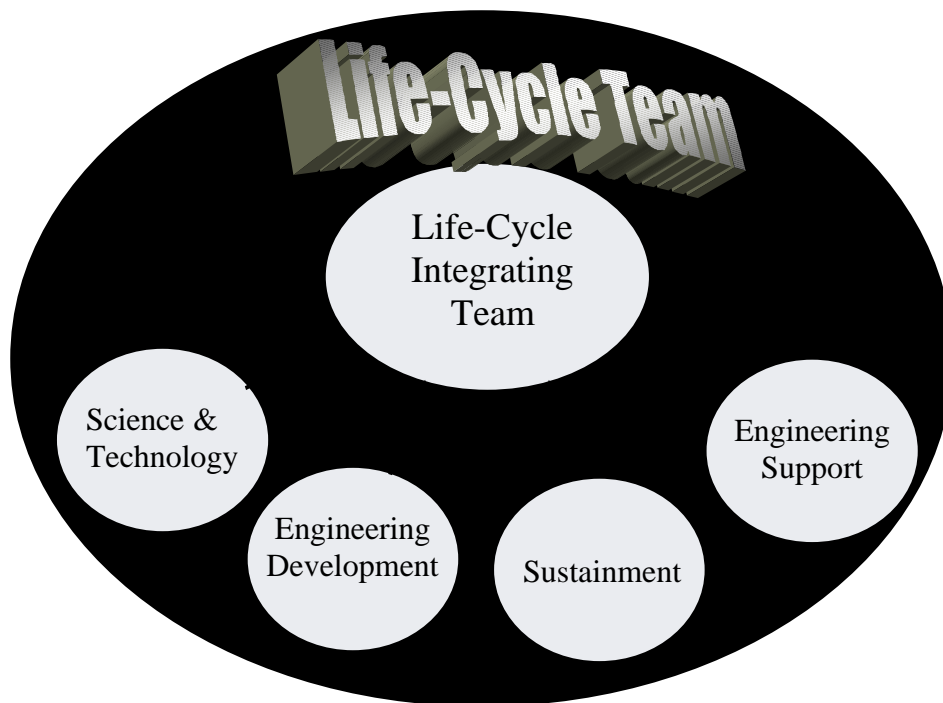
mandated by the Government Performance Results Act will also be used, as a tool to establish and track desired outcomes.

Goal 1: Waive Low Value-Added Regulations

As a designated reinvention laboratory, SSCOM has a process in place to waive low-value added rules and regulations not embedded in law. Our strategy is to make maximum use of that authority to assist in removing barriers to the use of good business practices.

Goal 2: Reorganize into Life Cycle Teams

In merging with CBDCOM the new Command will establish an Enterprise system of management that replaces functional stovepipes with life cycle integrated product teams in a Research, Development and Acquisition Enterprise. As a first step in this process the SSCOM personnel assets will be reorganized into chartered product oriented teams, free of the traditional hierarchical structure.



Goal 3: AR Training for the Workforce

Workforce and Resource Development are key elements of the SSCOM Strategic Plan. As we move toward the RDA Enterprise, a system of train-the-trainer has been established, where in-house personnel, supplemented by contractor personnel, will provide a common skill set for all the newly established teams. This process will be used to institutionalize a comprehensive development plan for each team with all of the tools necessary to more fully implement AR.

Goal 4: Equip Soldiers Better, Faster and Cheaper

SSCOM contracts will continue to apply the latest innovations allowed by changes in laws and regulations to achieve the ultimate goals of providing better products to the warrior cheaper and faster. One of the innovations is to move to paperless contracting by the year 2000 by making use of electronic commerce in all phases of acquisition to include providing contract and technical requirements and data delivery. Paperless solicitations and awards will be in place by 4Q99. Commercial practices based on performance requirements will become routine unless business decisions or cost analyses justify a continued reliance on specifying details or processes as contract requirements.

Goal 5: Continuous Improvement Based on ARIAT

The Acquisition Reform Implementation Assessment Team (ARIAT) findings will be used as a self-assessment tool to focus the Command on areas that require improvement. The ARIAT assessment methodology will provide the basis to establish a baseline and measure progress in the overall implementation of AR.

2-1. Definition: The SSCOM AR Strategic Plan consists of three parts: self-assessment, ongoing initiatives (process and policy), and follow-up assessment and measurement. This is an interim plan and will be superseded by the merged Command's plan upon its completion.

2-2. Self-Assessment: Our Self-Assessment is based on the ARIAT's FY97 visit to SSCOM. SSCOM's Standard's Executive identified the following areas for improvement:

- Better integrate the logistics aspects of our development programs from the earliest stages using the Integrated Product Team (IPT) concept and streamlined contracts.
- Ensure the integration of Acquisition Reform principles into all life cycle activity and utilize established metrics to track our continuous improvement toward the desired outcomes.
- Facilitate empowerment, by chartering our IPTs to formally set the guidelines for the team to work within.
- Move forward toward paperless contracts within the constraints of limited available resources for automation modernization and the advent of additional IMMC missions.
- Modeling and Simulation needs to be exploited on a wider basis in our acquisition programs to save time and scarce program funds, while providing better products.
- In coordination with our user customers and industry partners, learn to better manage risk in the new performance-based business environment. We must move smartly away from managing design details through the system of detailed specification oversight. The desired performance of our systems must be considered in terms of life-cycle affordability to the Army through specific application of Cost as an Independent Variable (CAIV).

The overall conclusions of the ARIAT's visit were as follows:

- SSCOM shows evidence of implementing many Acquisition Reform Initiatives
- Continued Management Emphasis needed to accelerate Acquisition Reform
- Workforce is receptive to the implementation of Acquisition Reform

ARIAT comments addressed:

- There is no Command policy on Teaming, Best Value (see paragraph 2-3 Goal 4 Best Value and paragraph 2-3 Research Development & Acquisition Enterprise Realignment).
- There are limited goals and metrics for Acquisition Reform (see paragraph 2-4).
- Logistics is not considered in current strategic plan (see paragraph 2-3 Goal 5).
- Configuration Management areas needs additional emphasis (see paragraph 2-3 Goal 5 Configuration Management).
- Still providing Technical Data Packages (e.g. DPSC) (see paragraphs 2-3 Goal 2 SSCOM/Defense Supply Center-Philadelphia Integrated Product Team).
- Need better grasp of CAIV & how to implement. (e.g. Expert Choice Decision Analysis) (see paragraph 2-3 Goal 5 Cost as an Independent Variable).
- Engineering and other areas still requires hard copy of data (see paragraph 2-3 Goal 5 Configuration Management).
- Need to expand use of e-mail & electronic submission of proposal information (see paragraph 2-3 Goal 4 Electronic Commerce).
- RFPs are not on the Internet (see paragraph 2-3 goal 4 Electronic Commerce).
- Teams have difficulty dealing with geographical separation (i.e. SSCOM & PM Soldier) (see paragraph 2-3 Goal 2 Team Training).
- Empowerment needs emphasis; formal team charters is one tool for achieving this (see paragraph 2-3 Goals 2 & 3 and paragraph 2-5).
- Need to consider broader use of FAR Part 12 and configuration management (see paragraph 2-3 Goal 4 Simplified Acquisition and paragraph 2-3 Goal 5 Configuration Management).
- Need to move away from purchasing of detailed Technical Data Packages (see paragraph 2-3 Goal 5 Configuration Management).
- Command MAP does not follow DA policy (see paragraph 2-3 Goal 5 Command Master Action Plan).
- Need to move away from frequent use of “for guidance only” specifications (see paragraph 2-3 Goal 5 Command Master Action Plan).

- Need to apply Modeling and Simulation at the program level (see paragraph 2-3 Goal 5 Modeling and Simulation).
- No plan with goals & metrics evident in regards to cost efficiency / savings / avoidance (see paragraph 2-4 Goal 4).
- Need to move to more of an integrated lifecycle approach on items that transition to DPSC (see paragraphs 2-3 Goal 2 SSCOM/Defense Supply Center-Philadelphia Integrated Product Team).
- Schedule compression metrics & goals seem limited to the RDEC. No evidence of overarching Command emphasis in this area (see paragraph 2-3 Goal 5 Schedule compression).

2-3. Ongoing Initiatives and Accomplishments: Below are many of the initiatives taken by SSCOM as they relate to the goals and strategies discussed in paragraph 1-4 above.

Goal 1: Waive Low Value-Added Rules and Regulations

Simplified Acquisition for NISH and NIB: SSCOM determined that since the majority of the detailed information contained in standard contract documents, including clauses, is not applicable to procurements with NISH and NIB facilities, there is no need to include this information in the resulting contracts and orders. In addition, since DFARS Part 208 expressly authorizes the use of DD Form 1155's for procurements with these non-profit workshops, these procurements should be consistent in format with orders placed under simplified acquisition procedures. What remains is a streamlined contract document that contains only the most essential of information, thus eliminating a great deal of administrative and other procurement lead-time. SSCOM awarded a contract on behalf of the Marine Corps to Peckham Vocational Industries (NISH), of Lansing, Michigan for the production of up to 25,000 Fleece Shirts with a maximum estimated value of \$1.6 million. The contract document, which has been reviewed by the Office of Counsel, is a mere eleven (11) pages long, but still contains all of the necessary information to ensure that the rights and obligations of both the contractor and the Government are clear and protected.

Goal 2 - Reorganize into Life Cycle Teams

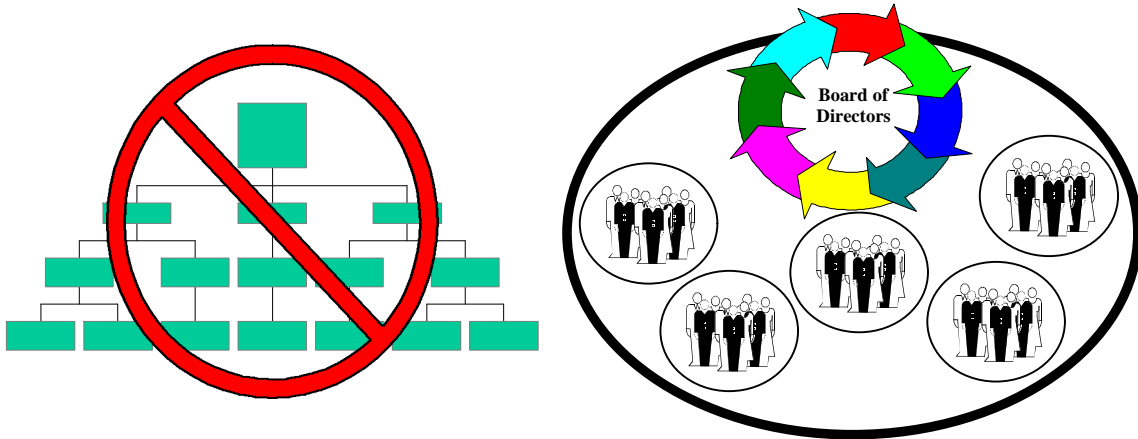
Team Training: As an integral component of the process for establishing the new organizational structure of SSCOM into product focused teams, all employees will be trained on teaming, partnering and empowerment. Teams will be trained together with their Team Leaders to ensure "buy-in" and provide a forum for the synergistic effects of the empowered team structure. Geographically dispersed teams will be trained together to foster communication.

IPPD Training: The current Force XXI Land Warrior program (formerly the GEN II Soldier) manager provided acquisition training on effective employment of IPPD

methodology and the use of Integrated Product Teams (IPTs). DoD has recognized the FXXILW and prior GEN II as model programs.

SSCOM/Defense Supply Center-Philadelphia Integrated Product Team (DSCP/IPT): A teaming approach between SSCOM and Defense Supply Center-Philadelphia has been designed to work issues concerning how to transition SSCOM's programs to DSCP with no interruption in service. IPTs have been established to work the issue of DSCP's use of TDPs.

Research Development & Acquisition Enterprise Realignment: The Soldier Systems Command is embarking on a major organizational restructuring in preparation for the 1 Oct 98 merger of SSCOM with the Chemical Biological Defense Command (CBDCOM). The new organizational structure will be composed of three primary enterprises; a "Home Base" serving as the TDA location for most employees between team assignments, an Operations Enterprise, responsible for base operations and other Command-wide functions, and an RDA Enterprise, responsible for science & technology, materiel development, sustainment, and engineering support. The RDA enterprise will be organized into life-cycle teams focused on linking together all phases of the materiel acquisition and sustainment processes. One of the major achievements of this new structure is the flattening of the organization removing hierarchical layers and empowering these product-centered teams. The flattened teaming structure will allow teams to focus on the soldier in the field and make decisions at the lowest practical level. The reorganized Command will have reduced layers of decision making, product-centered teams, and a focus that brings science & technology together with development and acquisition to enhance end item development, accelerate the acquisition process, and reduce overhead costs.



Goal 3 - AR Training for the Workforce

Team Training: All teams in the new flattened team based organizational structure are being trained to function in a new, empowered role. The team training will facilitate team members understanding of their role as members of the new Life-Cycle Teams. All teams will complete the training process by independently developing their own charters.

Acquisition Training: Provide continuing AR training sponsored by the Acquisition Directorate in coordination with SSCOM's Technical Library. AR videos and view guides are readily available for use in the library. SSCOM is hosting an AMC Roadshow October 1998.

AR Week III: A week long (May 4-8) series of AR training opportunities were made available to the entire SSCOM workforce to include two guest speakers from the Office of the Under Secretary of Defense for Acquisition & Technology.

AMC IPPM Working Group Member: The Working Group (WG) is comprised of representatives from HQ AMC, the Major Subordinate Commands (MSCs) and HQ TRADOC. Its purpose is to advocate and enable the use of IPPM and Integrated Product Teams (IPTs) within the Army. SSCOM actively participates on the WG and will continue to incorporate lessons learned into our teaming and life cycle concepts.

Goal 4 - Equip Soldiers Better, Faster and Cheaper

Standardization: In 4Q95, SSCOM had 519 MIL-Specs. As of 2QFY98 SSCOM now has less than 30 Mil-Specs. SSCOM has written 27 Performance documents to replace the old detail specs, or written new performance based documents, such as the PCR (see below), for new acquisition items. Since the start of FY98, SSCOM has produced 2 new Performance Specifications (PER SPEC), and inactivated 19 more detail specifications. The Standardization Team is constantly monitoring Internet sites such as DoD, DA, OSD, and several trade organizations sites, to keep up with the continuous document and policy changes.

ALT/PLT: AMC established an ALT/PLT Process Action Team in 1994, which completed its mission in 1995. The team was reestablished in 1997 to pick up where the previous team left off and holding quarterly conferences. SSCOM hosted the last meeting, 13 and 14 May. The SSCOM participants on the AMC ALT/PLT PAT have established an internal IPT consisting of Acquisition Center and IMMC personnel to implement ALT/PLT reduction activity within SSCOM.

The IPT has established the following initiatives:

- Policy has been in place for item managers and contracting officers to consider long-term contracts for all requirements for which demands are expected in multiple years, with single year requirements being the exception rather than the rule.
- The top budget cost drivers have been identified and are being aggressively managed to determine how ALT/PLT can be driven down on those items. The contractors for those items have been contacted to help in PLT reduction efforts.
- A technical review group has been established within the IMMC to ensure that processes run concurrently rather than sequentially in order to reduce ALT.

- The Acquisition Center is in the process of establishing the ability to place solicitations on the Internet to expedite the contracting process.

Performance-based Contract Requirements (PCRs): PCRs were invented by SSCOM to convey food product performance requirements, quality assurance requirements including Acceptable Quality Levels (AQLs), and packaging requirements of military-peculiar Combat Operational Rations to Defense Supply Center Philadelphia (DSCP) in an integrated fashion that can be directly inserted into a Government contract. The use of PCRs creates an acquisition process that does not use formal Government Standardization Documents. This innovative, very productive and tailored approach has resulted in more rapid approval of contract requirements, while ensuring that the Services receive the product they expect. PCRs have eliminated the biggest industry objection to the use of MIL-PRFs, which was the requirement to provide AQLs and military packaging as a separate supplemental document in a contract. The Inventors of the PCRs recently won the Vice Presidents “Hammer” Award for reinventing Government.

Procurement Tracking System for IMPAC Purchases: SSCOM implemented its automated credit card tracking system using Lotus Notes in July 1997 in conjunction with the new bank platform. The system fully automated the credit card process. At the time of conversion Command had made 4,297 actions using the credit card. This accounted for 91% of all micro-purchase dollars. The Command completed the year with 6,085 credit card actions, 94% of all micro-purchases. As of March 1998 we have processed 4242 credit card actions totaling, 97% of all micro-purchases. We estimate to complete the year with over 9,000, holding at 97%, This shows a 50% increase in usage from FY97 to FY98.

Electronic Commerce: The Acquisition Center has utilized the advantage offered through Electronic Commerce/Electronic Data Interchange (EC/EDI) since its inception. EC/EDI has decreased lead-time and provided the Customer a quicker response. SSCOM was selected to develop a prototype approach for paperless contracting for the Army. We completed the prototype so that all gaps, nodes, and interfaces in the contracting cycle may now be conducted electronically. We now are trying to identify problems and develop solutions as the project grows, in order to ensure a smooth deployment to all AMC Commands. We currently have five RFPs on the internet.

Best Value: 100% of our contracts are Best Value contracts.

Simplified Acquisition: Simplified Acquisition has been applied to acquisitions under for years. FAR Part 12 now allows for Simplified Acquisition for commercial products and services up to \$5,000,000. We apply FAR Part 12 whenever possible.

Goal 5 – Continuous Improvements Based on ARIAT

Cost as an Independent Variable (CAIV): CAIV methodology is used by all SSCOM PMs to eliminate unnecessary requirements and achieve the lowest costs. The examples that follow demonstrate the Command’s efforts to extend implementation of CAIV into

all areas of the acquisition process to include Test & Evaluation and Pre-Planned Product Improvements.

- **Land Warrior Program:** Under the CAIV program being implemented for Land Warrior, SSCOM's largest program, a significant cost/performance tradeoff was successfully identified. Based on analysis and coordination with TSM-Soldier, the user's representative, a decision was made to select a 40 degree field of view (FOV) vs. a 60 degree FOV for the system's helmet mounted night vision display. The result of this decision was reflected in the negotiated DTUPC target cost goal reducing the unit cost for the night vision sensor display by \$3,000.00.



- **Containerized Kitchen:** Overarching CAIV methodology was used to help define a reasonable unit cost for the new Containerized Kitchen. CAIV analysis provided realistic cost parameters to define a product to meet the user's needs.
- **Test & Evaluation:** CAIV techniques have been applied to T&E on the Laundry and Dry Cleaning System (LADS). LADS requirements contain several important environmental testing criteria, however, given the size of the LADS, test chambers for humidity, fungus and altitude are hard to access, expensive or non-existent. Working with the user and the testers, alternative approaches and trade-offs were examined to provide the same level of assurance at a reasonable price. This included testing components instead of the entire LADS and doing altitude testing in the mountains en route to user testing.

- Pre-Planned Product Improvements (P3I): CAIV methodology has also been used for evaluating potential P3I candidates. Potential improvements to the Modern Burner Unit include installation of a new compressor and an ancillary device that will lower the operational noise level. The costs are being weighed/traded off against the improved noise reduction to help determine whether it is cost efficient to incorporate this P3I.

Sustainment and Logistics in Acquisition Reform: SSCOM is addressing this ARIAT concern on two fronts: Life Cycle Teams and Modernization Through Spares.

- Life Cycle Teams: The reorganization into Life Cycle Teams integrates Science & Technology, Engineering Development, Sustainment/Logistics and Engineering Support. Logistics will now be an integral part of the commodity and product development process ensuring that logistics reform initiatives and operations and support costs receive full consideration during the entire acquisition life cycle.
- Modernization Through Spares: The Integrated Materiel Management Center (IMMC) presides over the command's Working Integrated Process Team (WIPT) for the Modernization Through Spares (MTS) materiel-acquisition strategy, which aims at modernizing operational systems by inserting existing technologies into soldier weapons systems, thereby reducing sustainment costs.

The WIPT focuses on the magnitude of the parts-obsolescence problem and how it affects all SSCOM legacy systems. The goals are to mitigate and resolve cases of parts obsolescence and cases of diminishing manufacturing sources and materiel shortages, while yielding cost-effective systems that incorporate state-of-the-art technology. Monthly reviews will be conducted to assess candidates for the MTS strategy. The IMMC, as lead, works directly with program managers and the Center of Excellence-Soldier to identify candidates for MTS and convert detailed technical data packages (TDPs) to performance-based packages. To identify viable candidates, the WIPT uses a trigger-based management approach based on technical, logistic, management and business triggers. The Logistics triggers to be used are high unit cost, high usage rates, increasing demands, and whether the item is a system availability driver. Technical triggers will include: significant downward reliability trend, high annual rates for changes, deviations or waivers, engineering proposal timeline exceeds the technology turnover rate, and many deviations or waivers pending. Business triggers: service standardization requirements changed, horizontal technology insertion (HTI) and parts standardization or parts are no longer available. Management triggers: changes in user requirements and changes in laws or regulations.

Next, the product manager or item manager converts the relevant TDP to a performance-based package, which later becomes part of the next solicitation for the equipment. In addition to permitting affordable modernization for a technologically superior Army, bidders on contracts will no longer be bound by

detailed TDPs and can propose new solutions for existing equipment. The objective is to develop a repeatable process that takes into consideration the myriad factors related to the equipment. Reviews of MTS proposals will be conducted either annually, addressing all spares under active acquisition, or on a case by case basis for each major spare acquisition identified for procurement during budget formulation. Market research and surveys play instrumental roles in SSCOM's review of TDPs.

Configuration Management: Configuration Management is an essential element of the acquisition process and a part of our overall acquisition reform effort. A configuration management team that includes the IMMC, RDEC, PMs and current Command contractors has been formed to look into how to modernize the Command's configuration management processes and prepare for the merger with CBDCOM. SSCOM has a representative on AMC's Automated Configuration Management System (ACMS) Functional Coordinating Group (FCG) and will be a full participant on the Source Selection effort for establishing a common Army system. The Team is evaluating Command CM requirements against the proposed ACMS specification and has begun to meet with CBDCOM to facilitate a joint effort. The result of the ACMS implementation will be a Web based completely digitized system for storing and sharing engineering data, configuration data, and related meta-data.

Modeling and Simulation: As directed by the Under Secretary Of the Army for Operations Research, under the auspices of the Quadripartite Working Group (Australia, Canada, United Kingdom, United States) for Army Operations Research, and The Technical Cooperation Panel (TTCP) for Soldier Modernization, a process to standardize soldier system assessment methodologies within the international community has begun. Many of these countries, with Soldier System modernization programs of their own, have come to the realization that no one country can afford to do it all. It is therefore imperative to facilitate technical exchanges that everyone applies a similar set of test and evaluation methodologies to insure uniform assessment of soldier systems and components. The Modeling & Analysis Team in the Natick RDEC is spearheading this effort.

Within the greater arena of U. S. Army Soldier System Programs, the Modeling & Analysis Team has undertaken the task to bring together key members of the research, development and testing community. This team establishes an agreed upon set of evaluation criteria that will prevail as an item/system moves from 6.2 (Concept Exploration) through 6.5 (Engineering & Manufacturing Development). This will ensure that when an item/system transitions from R&D to Operational Testing, that the same methodologies/criteria that were used to develop the system, will also be used to evaluate the system. Key members include OPTEC, AMSAA, PM-SDR, Natick RDEC and ARL.

To satisfy analytic requirements to evaluate the combat effectiveness of soldier systems, a family of simulation tools has been developed. A primary component of this family is the Integrated Unit Simulation System (IUSS), version 3.0. The IUSS has been used to assess proposed precision airdrop systems by examining the contribution to battle

outcome of the resupply of critical items, e.g. ammunition, fuel, rations, etc. In support of the Land Warrior and Force XXI Land Warrior Programs, the IUSS was used to assess the combat effectiveness of 49 alternative individual ballistic protective system concept designs, across 10 separate tactical environments. Program savings, in terms of cost avoidance, totaled over \$5,000,000 while subsequently avoiding 2 years in prototype design and testing.

Partnering with Industry: One of the methods we use to partner with industry is the Cooperative Research and Development Agreement (CRADA). CRADAs are a legal agreement between Government and industry to jointly address and transfer mutually beneficial technology between organizations. Under the CRADA, partners share equipment, facilities and expertise. SSCOM has established approximately 25 CRADAs.

Command Master Action Plan (MAP): The MAP was updated to comply with DA policies like such as the recent policy change regarding the use of Non-Government Standards on government contracts.”

Schedule Compression: SSCOM has institutionalized the concept of acquisition time compression. All programs combine life-cycle phases and typically conduct milestones I and II together. The Command emphasis on commercial and commercial-based solutions has resulted in more programs being completed in a single life-cycle phase culminating in a combined milestone I/III type classification review. Command PMs consistently take advantage of opportunities to combine technical and operational tests to eliminate costly and time consuming and potentially redundant test and evaluation processes. Innovative approaches to testing such as using the mountain passes on the way to a test as part of the high altitude test and testing system parts separately when the system itself was expensive and time-consuming to test as a whole are examples of the continuous efforts made to compress time schedules and reduce costs.

2-4. Measurement of Progress and Follow on Assessments: Since the last ARIAT visit SSCOM took actions to address each concern raised by the ARAIT. Many loosely AR related Metrics are currently reported to AMC. We report other AR related metrics as part of our involvement with Government Performance and Results Act (GPRA).

2-5. Interim AR Strategic Plan: SSCOM will continue to employ best business practices in all phases of the acquisition process. Logistics and Operations & Support remain areas that can yield some of the highest acquisition reform payoffs.

- Increase Modernization through Spares initiatives expanding the participation in MTS team to include the RDEC, PMs and the IMMC.
- Eliminate detailed design from all secondary item procurements.
- Institutionalize Teaming Concept by establishing and refining Life Cycle Teams that integrate Science & Technology, Engineering Development,

Logistics/Sustainment & Engineering support to facilitate Modernization Through Spares, Horizontal Technology Integration and reduced acquisition cycle times.

- Charter all Teams
- As we merge SSCOM with CBDCOM to form SBCOM, work to capture the best elements of each Command's acquisition reform initiatives and ensure that they become institutionalized in the new Command.
- Take an active role in our Merged Command's preparation of an AR Strategic Plan.
- Continue to measure and report AR related metrics.
- Continue to provide convenient AR related training opportunities. Special emphasis will be placed on RDA Enterprise Teaming.
- Keep abreast of AR initiatives taken outside of SSCOM.
- Continue representation on AMC IPPM Working Group.
- Ensure our IPTs are empowered to think out of the box and exercise their own AR initiatives
- Prepare for, conduct and address remarks made by the next ARIAT review.